

**WIND BOARD SELF-ASSESSMENT 2022**  
**NOMINATING AND GOVERNANCE COMMITTEE REPORT**  
June 9, 2022

**SUMMARY**

- **Participation Rate – 94% (100%)**
  
- **Key Areas of Strength Noted**
  - Overall, improvement in scores across most core responsibilities and performance metrics, showing improvement or the same rating in 30 areas and a drop in 13 areas
  - Strong understanding of mission, and improved use of mission and vision in policymaking and strategy decisions
  - Impressive funding over the last year that allowed a full time hire and continued strong feedback on Margoth as Treasurer
  - Very pleased with WIND's reputation and the outstanding board effectiveness
  - Outstanding new board members added with diverse skills (but see below, more needed)
  - Positive input about board involvement and the quality of the board members
  - Board members are superb brand ambassadors
  - Committee structure makes sense and material improvement in committee performance this year
  - Leadership keeping board committees on track with deliverables and re-deploying board members to address needs
  
- **Key Areas for Development Noted**
  - No common understanding of longer-term vision and aspirational goals (e.g. 5-10 years)
  - Disconnect about fundraising goals and eventual use of money
  - Funding plan should be tied to strategic goals that extend beyond one year
  - May need to have more frequent strategy touch points through the year
  - Need more stretching or challenging goals
  - Need to get more help with board, through Leadership Committee and activating Melody in role
  - Need more engagement in fundraising by board members for the Gala
  - Would like to add more diversity to the board (location, diversity, skills – marketing)
  - Need to consider whether committees are designed to meet strategic goals
  - Confusion on what decisions are made by leadership and what decisions get made by board. Leadership seems to have made decisions sometimes without presenting them to board for open discussion
  - Could focus more on keeping to agenda during board meetings but also allowing more time for moderated discussion on topics
  - Sometimes a disconnect between Committee chairs and members and too much micro-management
  - Mission and goals of Committees could be more consistent

## SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

The average score for each core responsibility is provided below, with the score from 2020 noted in brackets for comparison purposes (**1=poor, 2=fair, 3=good and 4=distinctive**). For more detail, please see the **Appendix** for the average score for each distinctive performance within each core responsibility.

General summaries of comments provided for each core responsibility are also noted below.

### A. Shape mission and strategic direction

- Clarify mission and vision – 3.34 (3.30 in 2021)
- Participate in and approve strategic and policy decisions – 3.26 (3.17)

*Board members continue to believe that there is a strong common understanding of WIND's mission. There is broad consensus that more time should be focused on developing a common understanding of our long-term (e.g. 5 year) vision and aspirational goals for the organization, including longer term budget planning and interim milestones, vs our current focus on short to medium-term goals. Multiple people commented that we need to have a detailed vision for the future and future growth and suggested WIND spends more time in the upcoming board meeting on planning. Additionally, members noted that we need to align on a common understanding of non-profit vs. for-profit, number of members, fundraising goals, etc. Some members think more decisions can be carried out by WIND's new full time hire and perhaps develop less reliance on board for decisions.*

### B. Ensure leadership and resources

- Ensure adequate financial resources – 3.36 (3.20)
- Build reputation – 3.63 (3.376)
- Provide expertise and access for organizational needs – 3.51 (3.30)

*Board members generally are very pleased with the fundraising efforts over the last year. However, there needs to be more transparency and discussion regarding longer term financial planning and goals. Margoth continues to receive strong feedback as treasurer. Board members are not sure if we achieved 100% Board financial support (we did). Multiple members commended the gala fundraising to date but noted that more active engagement is needed from the full Board in fundraising activities. Strong feedback regarding WIND Board members as effective brand ambassadors who enhance the reputation of the organization. Overall, the Board feels we have sufficient Board expertise, including great additions this year, but we should continue to diversify location (London), skills (marketing, digital, talent expert) and diversity generally.*

### C. Monitor and improve performance

- Oversee financial and risk management – 3.15 (3.26)
- Improve board performance – 3.64 (3.50)
- Monitor organizational performance – 3.60 (3.38)

*Significant improvement was noted over the past three years with respect to our financial oversight and transparency regarding current financials, with more focus needed on longer term planning and use of funds. Board members thought more work could be done aligning the strategic goals with financial planning. Board members noted that there have been no audited statements. Audited statements are not needed and we should consider taking this out of next year's assessment. A number of people commented that the Committee scorecard is a good tracking instrument but we do not discuss the goals enough nor make "stretch" goals and are too focused on just tracking the goals. Board members also thought we needed to discuss whether scholarship program is working.*

## SECTION 2: ENABLERS OF BOARD EFFECTIVENESS

The average score for each core responsibility is provided below (with scores from 2020 noted in brackets), as well as general summaries of comments provided. For more detail, please see the **Appendix** for the average score for each distinctive performance within each area.

- Composition – 3.51 (3.45)
- Size and Structure – 3.33 (3.17)
- Leadership – 3.68 (3.45)
- Processes – 3.66 (3.56)

*Board members generally believe we have done a good job of adding strong Board members that bring a diversity of skill sets to the Board over the past year. Some members noted that we have increased some aspects of diversity, but there may be room for additional diversity, including potentially diversity in location, skills and diversity generally. Board members would like to activate the Leadership Council and fully have Melody trained to take over some aspects Board members handle. Board members are very stretched. There is a recommendation to consider whether committees are designed to meet strategic objectives. Some think we can deploy more “ad hoc” committees when needed. There is a concern that Leadership makes decisions without seeking approval of the board during meetings. It would be better to encourage diverse opinions and thoughts before making decisions. WIND should also be clear on succession planning. Board meetings could be more efficient if the agenda was respected and the agenda could allow more time for discussion.*

### **SECTION 3: PERFORMANCE OF BOARD COMMITTEES**

- Average Score (across committees) – 3.43 (3.50)

*There may be a disconnect between committee chairs and members and perhaps a bit too much micro-management of committee members by lead. Goals for committees are sometimes inconsistent with strategic planning. Also, committee meetings should be more consistent.*

**Appendix – Average Scores**  
(1=poor, 2=fair, 3=good and 4=distinctive)

**SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES**

<b>Shape the Mission and Vision</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Common understanding of mission	All board members share a common understanding of the mission that has been stress tested through discussion	3.53	3.66	↑
Common understanding of vision (i.e., what the organization aspires to become in 5 years)	All board members share common understanding of where organization wants to be in 5-10 years; vision is well documented with concrete goals	2.73	2.93	↑
Use of mission and vision in policy/strategy decisions	All major policy/strategy discussions include explicit consideration of fit with mission and vision	3.69	3.56	↓
Process for raising mission and vision issues	Formalized process (e.g., board retreats) to foster active board member participation in examining mission-related issues	3.23	3.20	↓
<b>Engage in Strategic Planning and Policy Decisions</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Process for strategic planning and quality of board participation	Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and management ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval	3.29	3.26	↓
Quality of strategic plan	Robust plan covers all key strategic elements; agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions; clear plan for closing resource gaps if any	3.04	3.06	↑
Agreement on the distinction between board level and management-level decisions	Board and staff have a shared understanding of relative roles (written or explicitly discussed); all parties feel their views are heard in the process; frequent interaction between President, CEO and Board Chair ensure “no surprises” environment	3.18	3.46	↑
<b>Ensure Adequate Financial Resources</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Financial needs assessment	Board works with management as a part of strategic planning process, Board develops a multi-year view of funding requirements and trade-offs embedded in different resource levels; board feels strong ownership for the targets	3.07	3.26	↑
Individual donations to the organization	All board members financially support organization, which is a priority for each board member’s charitable giving; board consistently meets/sometimes exceeds “donation” goals	3.33	3.33	
Involvement in fundraising planning and execution	Board and management develop clear plan to meet fund-raising targets; board drives fund-raising activities	3.19	3.50	↑
<b>Build Reputation</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Board <i>understanding</i> of reputation objectives and of the role the board can play in building/enhancing reputation	Needs for reputation building based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	3.38	3.66	↑
Board <i>effectiveness</i> in enhancing reputation of organization in the relevant communities	Board members proactively reach out in community to build awareness and excitement about the organization; board members seen to be very effective ambassadors for organization	3.34	3.60	↑

<b>Provide Expertise and Access for Organizational Needs</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Board <i>understanding</i> of needed access and influence to support organizational objectives (e.g., legislative access, community access)	Needs for access and influence based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	3.19	3.33	↑
<i>Effectiveness</i> of board to provide access and influence needed	Board proactively reaches out to further organizational goals and is frequently very influential in achieving them	3.26	3.60	↑
Board understanding of needed expertise to support organizational objectives, e.g. financial, strategic, subject matter expertise	Needs for expertise based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	3.35	3.66	↑
Ability of board to provide expertise	Board expertise addresses most needs and is seen as source of distinctive value to organization	3.38	3.46	↑
<b>Oversee Financial Performance, Ensure Risk Management</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Board role in financial planning	Board's active involvement in preparing/reviewing multi-year financial plan results in robust discussion of resource allocation, funding plans, and investment objectives in context of strategic goals	3.31	3.43	↑
Ongoing monitoring of financial and investment performance	Board monitors financial statements regularly; key performance indicators routinely reported to whole board	3.46	3.70	↑
Fiduciary and other regulatory compliance	Board ensures timely, independent audit of results processes; board understands compliance required to regulatory bodies	3.00	2.33	↓
<b>Improve Board Performance</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Goal setting for the board as a follow-on to strategic planning	Board ensures timely, independent audit of results processes; board understands compliance required to regulatory bodies	3.33	3.66	↑
Evaluation of board performance against goals	Board evaluates its performance against the goals and uses the lessons learned to develop plans to improve board effectiveness	3.41	3.60	↑
Developing a plan for improving board performance over time	Formal process (e.g., annual self-assessment) results in a clear plan for improvement; board collectively owns the topic of improving its value to the organization	3.75	3.66	↓
<b>Monitor Performance and Ensure Accountability</b>	<b>Description of Distinctive Performance</b>	<b>Avg. Score 2021</b>	<b>Avg. Score 2022</b>	<b>YoY Chg.</b>
Process for monitoring performance	Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan and resource allocation	3.38	3.60	↑

## SECTION 2: ENABLERS OF BOARD EFFECTIVENESS

Composition	Description of Distinctive Performance	Avg. Score 2021	Avg. Score 2022	YoY Chg.
Understanding of board composition needed to meet organizational goals	Systematic process for identifying needed board skills driven by strategic plan; gaps are understood and agreed to by the entire board; most new board members seem to “fit our needs well”	3.46	3.56	↑
Process and criteria for recruitment	Formal process with clear evaluative criteria in place; whole board reaches out to potential members from a wide range sources; recruitment process is continuous and with multi-year horizon; new members are seen as great additions to the board	3.69	3.63	↓
Diversity on the board	Board understands types of diversity needed for organization and the value of diversity; current diversity on the board adequately reflects the diversity needed	3.46	3.73	↑
Term limits	Term limits effectively balance: <ul style="list-style-type: none"> <li>• Need for new members/skills</li> <li>• Retention of valuable directors</li> </ul> Mechanisms are in place for ensuring continued involvement of high-performing retiring board members	3.53	3.73	↑
Orientation of new members	Formal orientation process covers key topics (mission, organization, finances, responsibilities of directors); committee assignments are welcomed by new directors who quickly become effective members of the board	3.13	2.93	↓
Size and Structure	Description of Distinctive Performance	Avg. Score 2021	Avg. Score 2022	YoY Chg.
Board Size	Board discusses issue of size explicitly and directors widely believe the current size adequately balances: <ul style="list-style-type: none"> <li>• Coverage of roles</li> <li>• Cohesiveness among members</li> <li>• Work load</li> </ul>	3.23	3.20	↓
Committee structure: Purpose and charter of committees	Committee structure explicitly designed with clear charter around organizational priorities; board effectively uses mix of ad-hoc and standing committees to fulfill objectives	3.38	3.53	↑
Mechanisms for increasing affiliation with organization other than governance board membership	Board has effective structures/ mechanisms for affiliation, such as advisory groups with well-defined roles or such options have been considered and rejected as not necessary	2.91	3.26	↑
Leadership (Board Chair, Committee Leaders)	Description of Distinctive Performance	Avg. Score 2021	Avg. Score 2022	YoY Chg.
Process for deciding who leads and for how long	Clear, well-understood and accepted process is in place to select and transition board and committee leadership. Board leadership decisions seen to strengthen performance of institution	3.50	3.46	↓
Effectiveness of board leadership	Current board leadership has the necessary skills, enthusiasm, energy and time to provide leadership to the board	3.53	3.86	↑
Succession planning and development of board leaders	Process in place to identify and develop board leaders; committee assignments rotated to give board members experience and opportunity to lead; board seen to have a rich set of future leaders	3.16	3.53	↑
Quality of leadership relationship with management	Board leadership has an effective working relationship with management	3.70	3.86	↑
Processes	Description of Distinctive Performance	Avg. Score 2021	Avg. Score 2022	YoY Chg.
Quality of preparation	Calendar of meetings set and distributed for the year; agenda for the individual meetings sent out ahead of time with indication of expected focus/high impact areas for board consideration; board receives quality background materials well in advance of meetings and arrive prepared	3.53	3.66	↑
Effective meeting processes	Meetings start and end on time and time is managed to ensure board discussion on all important topics; most time dedicated to board discussion and debate on important issues. Board members feel involved and their contributions valued	3.69	3.66	↓
Fun and Passion	Board interactions are productive and enjoyable; good mixture of work and fun activities including effective efforts to connect board members to the mission (e.g., site visits); board members hate to miss meetings	3.46	3.66	↑

### SECTION 3: PERFORMANCE OF BOARD COMMITTEES

Processes	Description of Distinctive Performance	Avg. Score 2021	Avg. Score 2022	YoY Chg.
Common understanding of committee mission	Committee members share a common understanding of the mission and remit of the Committee	3.58	3.26	
Goal setting for the committee as a follow on to strategic planning	Committee members have a clear understanding of a set of concrete goals coming out of the strategic plan, including timelines	3.33	3.20	
Use of mission and goals in committee decisions/ meetings	Committee has regular meetings where mission and goals inform discussions and decisions	3.58	3.60	
Reporting to the board	Committee reports on its progress to the full board regularly and when needed, on an ad hoc basis	3.66	3.66	
Evaluation of committee performance against goals	Committee evaluates its performance against its goals and uses lessons learned to improve effectiveness and inform future goals	3.33	3.46	